

DISCIPLINE RECORD

Academic year 2025/2026

1. Information about the program

University	Constanta Maritime University
Faculty	Navigation and Maritime Transport
Department	Management in Transport
Domain of study	Engineering and Management
Academic level	Master
Study programme/ qualification	Business Administration in Transport

2. Information about discipline

Course title	Environment and Strategic Management				
Lecture tenured	Assoc. Prof. Cristina DRAGOMIR PhD				
Application tenured	Assoc. Prof. Cristina DRAGOMIR PhD				
Year of study	V	Semester	I	Type of examination	V
Conditions of discipline	Course category: DF – Fundamental subjects, DS – Specialization subjects, DC – Complementary subjects				DF
	Course type: DOB – compulsory subjects; DOP – elective subjects; DFA – optional subjects				DOB

3. The total time estimated

I a) Number of hours per week	3	Course	2	Seminar	1	Laboratory		Project	
I b) Total hours per semester from the curriculum	42	Course	28	Seminar	14	Laboratory		Project	

II Time distribution for the semester:	ore
II a) Study after manual, course support, bibliography and notes	39
II b) Additional documentation in library, specialized electronic platforms	30
II c) Training seminars / labs, homework, essays, portfolios and essays	14
III Tutorial	
IV Examinations	2
V Other activities:	

Total hours of individual study II (a+b+c)	83
Total hours per semester (Ib+II+III+IV+V)	127
Number of credits	5

4. Prerequisites (if necessary)

Curriculum	•
Expected learning outcomes	•

5. Conditions (if necessary)

Progress of the course	•	
Progress of application	Seminar	•
	Laboratory	•
	Project	•

6. Objectives of discipline (based on the grid of specific skills acquired – no7)

The overall objective of discipline	<ul style="list-style-type: none"> The overall objective of the Environment and Strategic Management discipline is to equip students with the knowledge, skills and competences needed to analyze the organizational and external business environment in the transport sector, to
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	design and support strategic and quality-improvement initiatives, and to promote ethical and socially responsible management practices.
The specific objectives of discipline	<ul style="list-style-type: none"> • Analyze the transport business environment and trends • Conduct market and organizational analyses for strategic decision-making • Design and support strategic and innovative initiatives • Apply continuous improvement principles • Promote ethical, responsible and effective management

7. Expected learning outcomes:

No.	Knowledge	Skills	Responsibility and autonomy
1	The student is aware of trends and innovations in the transport sector.	The student conducts qualitative and quantitative market research.	The graduate leads initiatives to improve the quality of transport services.
2	The student comprehends organizational behavior and needs analysis.	The student builds and maintains effective business relationships.	The graduate identifies and reports previously undetected organizational needs.
3	The student analyzes external factors impacting the business environment.	The student performs SWOT and PESTEL analyses.	The graduate recommends innovations in current business practices.
4	The student understands quality assurance standards in transport services.	The student ensures compliance with quality and safety metrics.	The graduate is responsible for continuous service quality improvement.
5	The student is knowledgeable about ethical principles in engineering management.	The student communicates technical information clearly to diverse audiences.	The graduate promotes ethical and social responsibility in professional practice.

8. Competences covered by the discipline, according to the diploma supplement

Professional competences	<ul style="list-style-type: none"> • Provides advice on efficiency improvements • Analyzes external factors affecting companies • Adapts to changing situations • Exercises results-oriented leadership towards colleagues • Performs quality control • Ensures continuous training for audits • Focuses on innovation in current practices
Transversal competences	<ul style="list-style-type: none"> • Create risk reports • Seek innovation in current practices

9. Contents

Course	Nr. hours	Teaching methods	Obs.
1. Introduction to environment and strategic management in transport	2	Lecture. Conversation	
2. Trends, innovations and types of strategies in transport	2	Case Study Conversation	
3. Macroenvironmental analysis tool (pestel, scenario planning,)	2	Interactive presentation Demonstration	
4. Competitive and industry analysis (e.g. Porter's five forces) in environment and strategic management	2	Lecture. Market Simulation Exercise	
5. Strategic resources and capabilities	2	Lecture. Group Activity	
6. Dynamic capabilities and core competencies	2	Interactive presentation. Case analysis	
7. Business-level strategy and competitive advantage	2	Interactive presentation. Case analysis	

8. International and global strategy	2	Interactive presentation. Debate	
9. Internal analysis. Organizational culture	2	Interactive presentation. Role Play	
10. Internal analysis. Structure and governance	2	Interactive presentation. Demonstration. Organizational Mapping	
11. Corporate social responsibility and ethics in transports	2	Interactive presentation. Ethical Dilemma Case Study	
12. Stakeholder analysis and engagement	2	Interactive presentation. Simulation. Stakeholder negotiation game	
13. Evaluating strategic options	2	Strategy canvas	
14. Strategy in public transport	2	Interactive presentation	
Bibliography			
<ul style="list-style-type: none"> GRANT, R.M. (2013) Contemporary Strategy Analysis, 8th Edition, West Sussex, UK: John Wiley & Sons. HOFSTED, G. (2001) Culture's consequences: comparing values, behaviours, institutions, and organizations across nations, 2nd edition, Thousand Oaks, CA: Sage. OHMAE, K. (1991) The Mind of the Strategist: The Art of Japanese Business, New York: McGraw-Hill. RUMELT, R. (2011) Good Strategy, Bad Strategy: The Difference and Why it Matters, London: Profile Books. LYNCH Rychard, Strategia corporativă, traducerea Diana Stancu, Viorel Ciobanu, Chişinău, Ed. ARC, 2002 NICOLESCU Ovidiu, Strategii manageriale de firmă, Ed. Bucureşti 1998 CRUCERESCU Cornelia, Management Strategic Note de curs 			
Selective bibliography			
<ul style="list-style-type: none"> GRANT, R.M. (2013) Contemporary Strategy Analysis, 8th Edition, West Sussex, UK: John Wiley & Sons. CRUCERESCU Cornelia, Management Strategic Note de curs Course notes available on the platform campus.cmu-edu.eu 			

Application (Seminar / laboratory / project)	Nr. hours	Teaching methods	Obs.
• 1. Strategic thinking in a turbulent world	2	Interactive Lecture + Group Brainstorming	
• 2. Decoding functional strategies	2	Case Study Workshop	
• 3. PESTEL analysis	2	Case study PESTEL Analysis.	
• 4. Tools for competitive analysis	2	Simulation. Role-play	
• 5. Leveraging core resources and capabilities	2	Case study. Resource Audit Exercise	
• 6. Global standardization versus local adaptation	2	Structured Debate	
• 7. Analyzing organizational design in transports	2	Simulation. Case mapping	
Bibliography			
<ul style="list-style-type: none"> GRANT, R.M. (2013) Contemporary Strategy Analysis, 8th Edition, West Sussex, UK: John Wiley & Sons. HOFSTED, G. (2001) Culture's consequences: comparing values, behaviours, institutions, and organizations across nations, 2nd edition, Thousand Oaks, CA: Sage. OHMAE, K. (1991) The Mind of the Strategist: The Art of Japanese Business, New York: McGraw-Hill. RUMELT, R. (2011) Good Strategy, Bad Strategy: The Difference and Why it Matters, London: Profile Books. LYNCH Rychard, Strategia corporativă, traducerea Diana Stancu, Viorel Ciobanu, Chişinău, Ed. ARC, 2002 NICOLESCU Ovidiu, Strategii manageriale de firmă, Ed. Bucureşti 1998 CRUCERESCU Cornelia, Management Strategic Note de curs 			
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Additional Notes			
<ul style="list-style-type: none"> Students may take photographs or make audio-video recordings in classrooms where teaching activities are conducted only with the consent of the instructor and under the conditions established by the instructor. 			

- Upon entering the classroom, students are kindly requested to **switch their mobile phones to silent mode and refrain from using them during classes.**
- All materials received by students, either directly or through postings on the platform *campus.cmu-edu.eu*, are subject to **national and international copyright legislation.** These materials may be used by students **solely for educational purposes.** Any other use or posting on publicly accessible websites without the consent of the copyright holder may be punished in accordance with **Law no. 8/1996 on copyright and related rights** and the **Berne Convention.**

10. The corroboration of contents of discipline with expectations epistemic community representatives, professional associations and representative employers in the corresponding program

- The contents of the Environment and Strategic Management discipline align strongly with the expectations of the epistemic community, professional associations, and representative employers. Academically, the courses reflect key theoretical frameworks (e.g., PESTEL, Porter's Five Forces) valued by the epistemic community for understanding strategic environments and organizational decision-making. Professional associations emphasize competencies in strategic planning, resource analysis, and stakeholder engagement, which are addressed through applied teaching methods like case studies and simulations. Employers seek graduates who can analyze internal and external environments, develop competitive and ethical strategies, and adapt in global and public contexts, which are thoroughly embedded across the course program.

11. Examination

Type of activity	Examination Criteria	Methods of examination	Percentage of final grade
Course	Elaboration and presentation of project on ESM topic (oral + written) – 80%	Power Point presentation	80%
Seminar	Applied questions based on the seminar topics	Accomplishment of seminar tasks	20%
Laboratory			
Project			

Grading Requirements

Minimum score required: **50 points: 50-54->nota 5; 55-64-> nota 6; 65-74-> nota 7; 75-84-> nota 8; 85-94-> nota 9; 95-100-> nota 10**

Additional Notes

- A **midterm exam** may be organized during the semester.
- If a student participates in **conferences** (student, local, national, or international) or **competitions** (national or international) related to the subject of this course, they may receive **additional points or equivalence for certain assignments, papers, and/or attendance**, depending on the results obtained.
- During written examinations, students are **not allowed to use mobile phones or any other electronic devices, except for simple scientific calculators.**

Minimum performance standards: 50% (grade mark 5)

Date of completion	Signature of lecture tenured	Signature of application tenured
25.09.2025	Assoc. Prof. Cristina DRAGOMIR PhD	Assoc. Prof. Cristina DRAGOMIR PhD

Date of approval in the department	Signature of Director of Department
26.09.2025	Lecturer Ana Cornelia OLTEANU PhD

Date of approval in the faculty council	Signature of Dean
29.09.2025	Associated Professor Nicoleta ACOMI EngD